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JUL 1 1 1963

CURRENT SERIAL RECORDS

MANAGEMENT IMPROVEMENT AND MANPOWER UTILIZATION IN ASCS



Agricultural Stabilization and Conservation Service

U.S. DEPARTMENT OF AGRICULTURE

JUNE 1961-JUNE 1962

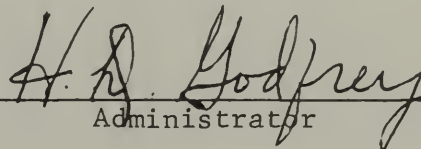
INTRODUCTION

American agriculture is in a period of change. The genius of the Nation's farmers has helped raise our standard of living to the highest in history. Of all countries, our people are the best fed and best clothed -- at a cost that is comparatively low in terms of the hours we must work to earn money for food and clothing. Progress has brought abundance but abundance has created the problems of managing huge stocks of commodities and harnessing our productive energy. These are problems which draw and focus attention and appear large at times but which are, in fact, dwarfed by the benefits that the farm continues to provide the American public.

Our job is to be as responsive as we can to meeting and dealing with the demands of rapidly changing requirements of farm program management. We have made mistakes in the past, we will make them in the future -- but we shall make every effort to see that they are not the same ones.

This year marks the centennial anniversary of the Department of Agriculture -- an appropriate time for us to take stock of the practices and procedures that have been with us for many years. Secretary Freeman, at the dedication of the Department's new building in Kansas City, Missouri, said, "We are turning the common sense and experience of our capable employees to the solution of our problems." We have been doing just that. In the future the direction of our efforts to improve farm program administration will be twofold: (1) We shall, at every opportunity, reexamine our practices and procedures and improve those that need improving; (2) We shall take every opportunity to keep the American public fully and accurately informed about agriculture, its programs, and the true state of their administration.

We are fortunate in that we are with an Agency possessing the talent for greater effort. It is my intention that we should redouble our efforts to assure even better management. This will require cooperative effort on the part of all of us. I am confident that we can meet such a challenge and enjoy the satisfaction of hard work and accomplishment.


Administrator

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ADMINISTRATOR

ASCS Management Improvement and Manpower Utilization

OFFICE OF THE ADMINISTRATOR

Self-Surveys of ASCS Operations

Early in 1962 the Acting Administrator announced the first two of a planned series of efforts to review the administration of the Agency at all levels. Each such effort is designed to draw on the time and the talent of employees of ASCS.

The Acting Administrator personally requested the advice of every full time employee of the Agency for improving management. In response to his letter, 667 employees submitted 924 recommendations for improving management. Many of the recommendations have already been implemented and others will be implemented at an early date.

A concurrent effort to improve management was a management survey of every division in Washington. The purpose of these surveys was twofold: to identify unnecessary work; and, to simplify necessary work wherever possible. Again the time and talent of ASCS employees was utilized to identify areas where improvements could be made. Every employee in Washington divisions was interviewed to determine what work he was actually doing and to solicit his recommendations for improving Agency management.

Many recommendations have been made and of those many have been implemented. Appropriate action is being taken to satisfactorily resolve the remaining recommendations.

ASCS Management Improvement and Manpower Utilization

OFFICE OF THE ADMINISTRATOR

U. S. Department of Agriculture Building and Data Processing Center

Four offices and an additional five functions have been consolidated in Kansas City, Missouri. The consolidation is minimizing duplication, overhead, record keeping and reporting and holds promise of additional improvements. A partial listing of the benefits of the consolidation includes:

1. Centralized Data Processing for Grain Commodity Offices. Grain loan accounting, formerly dispersed among five offices has been centralized in the Data Processing Center. ASCS expects to realize savings in excess of \$800,000 per year through installation of the central system and at the same time provide more rapid service to farmers in some areas.

In the near future the Center will be able to provide accounting services for grain inventory management for each of the five grain commodity offices through an advanced concept of a communications network. These services will annually save the Agency an estimated 1.2 million dollars per year.

Additional uses of the equipment to minimize routine clerical work in State and county offices and Washington divisions are contemplated for the future.

2. Centralized Administrative Services and Personnel Management Field Offices. The offices formerly located in Denver have been combined with the offices formerly servicing just the Kansas City Commodity Office. The combined offices will continue to service the western states and the Kansas City Commodity Office and will in addition

ASCS Management Improvement and Manpower Utilization

OFFICE OF THE ADMINISTRATOR

service the Data Processing Center, the Federal Crop Insurance Corporation Office in Kansas City and other Agriculture offices in the new Center. The combination will result in annual savings in excess of \$60,000 per year while providing service for more people.

3. Federal Crop Insurance Corporation Office. Accounting and statistical work formerly located in Washington, D. C. and Chicago has been centralized in Kansas City. The FCIC will as soon as practicable utilize the data processing facilities of the Center to maintain routine records and prepare statistical reports.

Secretary Freeman dedicated the Center August 30, 1962. In his address he said: "The employees here and this building symbolize dramatically the economies to be obtained by minimizing duplication in overhead, record keeping and reporting and other areas of administration. Common services, cooperative effort, increasing responsibilities and a nationwide data processing center are clear evidence of our Department's dedication to provide ever better service to the farmer and to the business community."



Deputy Administrator, **MANAGEMENT**



ASCS Management Improvement and Manpower Utilization

FISCAL DIVISION

Revised Reporting of CCC Operations

A more complete and realistic basis of reporting to the public on the financial status and operations of CCC has been adopted. The purpose is to give to the public a better understanding of the facts about the programs financed by CCC and of the significance of current operations.

Effective with CCC's financial report for the fiscal year ended June 30, 1961, commodities owned by CCC were reported at their acquisition cost. Storage costs, handling costs, and transportation costs are shown individually. Previously the practice had been to show as investment in CCC-owned inventories not only the original acquisition cost but also the storage, handling, and transportation costs.

The new method of reporting provides a more realistic statement of the value of CCC inventories. The costs of storing, handling, and transporting commodities are shown as current expenses in CCC's statement of income and expense. This is an accepted commercial accounting practice. These accounting changes also make more meaningful the report of estimated losses on future dispositions of the inventories.

Modification of Feed Grain Program Provisions

The legislation which authorized the 1961 Feed Grain Program specified that payments in kind be made through the issuance of negotiable certificates which CCC would redeem for feed grains, and that CCC should assist the producer in marketing such certificates in a manner determined by the Secretary. The regulations approved by the Secretary provided that CCC would assist in marketing certificates by making cash advances to the

ASCS Management Improvement and Manpower Utilization

FISCAL DIVISION

producer, pooling the certificates and selling certificates from the pool for use in obtaining feed grains from CCC inventories.

For the 1962 program this system has been revised. A certificate is not issued to a producer who elects, prior to payment, to let CCC market the certificate. The proposal provided that a sight draft, identified as being in lieu of a certificate, be issued in such cases, and that the amount of such sight draft be included in the certificate pool.

Certificates were issued for all payments under the 1961 program and more than 95% of the certificates were promptly surrendered at county offices in exchange for sight drafts representing cash advances.

Feed grain certificates have been issued for less than 5% of the advance payments for barley under the 1962 program, and there is no indication that any considerable volume of certificates will be issued for the additional payments to be made under the program. It is estimated that the change will result in savings of administrative costs of more than \$500,000 under the 1962 program.

ASCS Management Improvement and Manpower Utilization

FISCAL DIVISION

Simplification of Inventory Accounting Procedures

Instructions were issued to eliminate the separate inventory cost records for grain commodities stored in country warehouses, terminal warehouses, bin sites, and fleet storage and to discontinue segregation of costs of commingled grain commodities by crop years in the commodity office records. Simultaneously, one inventory cost record for each commingled grain commodity was established in the Fiscal Division, Washington, to segregate the costs by crop years. The cost records in Washington are the basis for computing unit costs by crop years for use by all offices in costing inventory dispositions for commingled grain commodities.

These changes made substantial reductions in the work of maintaining accounting records for grain commodities in commodity offices, with only a small amount of additional work in the Washington office. In addition, they established a basis for reporting inventory operating results by crop years for such commodities.

Centralization in the New Orleans Office of All Custodial Activities for Cotton Loans Made to Producers

Beginning with the 1961 CCC price support loan program for cotton, the custody of loan documents evidencing loans made by lending agencies to producers and the related operations of issuing and purchasing certificates of interest and processing loan redemptions were centralized in the New Orleans office. These changes were made principally to obtain maximum advantage of the existing electronic data processing equipment in the New Orleans office. Prior to the 1961 program, the custodial and related operations were performed by certain Federal Reserve banks and the New Orleans office on an assigned area basis. The Federal Reserve banks were reimbursed by CCC for the costs of operations handled by the banks.

ASCS Management Improvement and Manpower Utilization

FISCAL DIVISION

Transfer to Commodity Office of Control of Peanut Loan Collateral

Under the 1961 peanut price support program, partial redemptions during the loan program were eliminated. Instead of forfeiting to CCC peanuts under loan for purpose of disposal for diversion uses and shelling, all sales are made from the loan and provision is made for shelling peanuts during the loan period. Proceeds from the sale of peanuts are applied to the loan indebtedness and CCC makes loan advances to the association for carrying charges on the loan collateral including the cost of shelling loan peanuts.

These changes enabled CCC to transfer to the Dallas office the control of loan collateral previously performed in the three lending agencies. This strengthened the controls by CCC over the release of peanut loan collateral, and enabled revision of the lending agency agreement to eliminate the service fees previously paid to the lending agencies for their loan servicing activities.

ASCS Management Improvement and Manpower Utilization

INTERNAL AUDIT DIVISION

Sampling in Auditing

The Temple, Texas, Field Office has developed scientific sampling techniques for use in auditing several ASCS commodity office grain operations. The use of samples is expected to provide:

1. More reliable tests.
2. Easier evaluation and review of work.
3. Possible reduction in cost of auditing.
4. More careful and accurate performance of audits through sharpening of auditors' analytical ability.
5. Better ability to meet the challenges of ADP.



**Deputy
Administrator,
STATE and
COUNTY
OPERATIONS**

ASCS Management Improvement and Manpower Utilization

COMPLIANCE & AERIAL PHOTOGRAPHY DIVISION

Establishment of New Facilities in Asheville, North Carolina

The Eastern Aerial Photography Laboratory is being moved from Washington, D. C. to Asheville, North Carolina, to increase efficiency and reduce costs through consolidation in adequate quarters. Concurrent with the transfer, a formal training program for new employees is being developed. Savings from the transfer will amount to at least \$175,000 per year, and may go substantially higher.

ASCS Management Improvement and Manpower Utilization

MIDWEST AREA DIRECTOR

INDIANA

Public Relations

The State office weekly newsletter has been entirely revamped. The new "Hoosier" newsletter is intended to improve State and county relations and to encourage better public relations.

Once a month the State office participates in a Sunday morning TV program, "Sunday in the Country," to create better understanding between urban and rural people.

KENTUCKY

Visual Aids

Intensive use of visual aids such as overhead projectors, slide projectors, and flip charts has substantially increased the effectiveness of training meetings.

MISSOURI

Improved County Office Management

Mechanization of a number of time consuming clerical jobs is demonstrating that an increasing work load can be handled without additional staffing. Where feasible, addressographs, envelope folders, and similar equipment have been installed to reduce the clerical work load. A formal Forms Management Program has been instituted.

ASCS Management Improvement and Manpower Utilization

NORTHEAST AREA DIRECTOR

DELAWARE

Forms Management

A new Forms Management Program has been adopted for the State. County offices are now required to order forms once each quarter. Optimum level of forms on hand has been established both at the State office level and at the county office level. Additional space to hold forms has been made available in the State office. The need for emergency orders for forms from a county office has been virtually eliminated and the requests for forms at the State and county level have been reduced.

MAINE

Training

A training plan has been developed to permit exchange visits for county office managers. The visiting manager is sent to the selected host county on a "How does he do it?" mission.

MARYLAND

Correspondence

Elapsed time in answering correspondence was studied in county offices to encourage faster and more understandable replies.

ASCS Management Improvement and Manpower Utilization

NORTHEAST AREA DIRECTOR

NEW YORK

Communications

Courses in improved letter-writing and rapid reading were presented to all county office managers and chief clerks.

PENNSYLVANIA

Public Relations

A State-wide meeting of county committees and office managers was held in October 1961, and carried the theme "Public Relations is Our Number One Job." A one-half day information meeting of county committeemen, State committeemen and Washington officials provided an opportunity for frank and open discussions on needs relating to programs and administrative problems. An exhibit was established in the hotel lobby depicting the success story of Agriculture and the many benefits assigned to consumers as a result of farm efficiency. The exhibit evoked considerable interest and comments among urban guests at the hotel. The State Department of Agriculture asked permission to display the exhibit near the main entrance to the State Farm Show during the week of January 8, 1962.

ASCS Management Improvement and Manpower Utilization

NORTHEAST AREA DIRECTOR

VIRGINIA

Improved Public Relations

In a concerted effort to improve public relations a work group of two program specialists, four county office managers, and a fieldman was established to develop recommendations for improvement. Their efforts have resulted in assigning community committeemen more responsibilities for developing better understanding of programs. This in turn is resulting in an increasing participation in ACP programs. In addition, more and better illustrated talks are being made by ASC State and county employees before non-farm groups. Special emphasis is also being placed on selecting and training personnel in county offices who meet with farmers and businessmen.

To stimulate additional interest in referendum and county elections, special get-out-the-vote committees have been established in tobacco and cotton counties. Members of the committees include outstanding businessmen and agricultural leaders not associated with ASCS. The success of their efforts is illustrated by the fact that whereas 873 people voted in the 1960 cotton referendum, 2714 voted in the 1961 referendum. In 1958, 17,757 people voted in the flue-cured tobacco referendum and 22,200 people voted in the 1961 referendum.

The committees have in addition done much to increase the interest of non-farm people in program activities. Key people are designated in agricultural areas to form the committees. The committees have provided paid radio announcements, newspaper advertisements, news releases, street banners, and other promotional devices. They work closely with county and community committees and through personal contacts help to stimulate widespread interest in referendums.

ASCS Management Improvement and Manpower Utilization

NORTHWEST AREA DIRECTOR

IDAHO

Space and Equipment

As a part of the Agency's plan to acquire adequate space and equipment for all State and county offices, new facilities have been acquired for four county offices. An effort is being made to obtain adequate State office space. Surveys to determine the need for modern equipment have been completed and obsolete equipment is being replaced both in county offices and State offices.

NORTH DAKOTA

Promotions of County Office Managers

Recent efforts to advise selected county office managers in small counties of pending manager vacancies in large counties are resulting in improving career opportunities and improved operations in the large counties. In at least two instances the county office manager's promotion to a larger county has made it possible for capable chief clerks to be promoted to the vacated manager's position.

County Office Management

The job of county committeeman is being explained and stressed at every opportunity. County committeemen are encouraged to hold office managers responsible for management details. The program is helping county committeemen understand the policy nature of the job. By holding the county office manager solely responsible for the entire operation of the county office, the coordination of the entire operation of the office has been improved and a communications and reporting system has become more firmly established.

ASCS Management Improvement and Manpower Utilization

NORTHWEST AREA DIRECTOR

WYOMING

Emergency Livestock Feed Program

To help in the administration of the emergency program in the 12 eligible counties, operation reviewers worked full time with county office employees and feed grain handlers. Since the program was initiated in the State, general program reviews have been suspended until the emergency program is terminated. To save time in the 12 county offices form releases have been developed to fill requests for grain on loading orders.

ASCS Management Improvement and Manpower Utilization

SOUTHEAST AREA DIRECTOR

ARKANSAS

Internal Audit as a Management Tool

To eliminate recurring deficiencies in county office audit reports, a check list was developed to identify deficient items for all county personnel and to insure that they have been checked by each office.

FLORIDA

Communications

Recommendations have been made to county offices to have a private trunk line installed to give maximum telephone service to their farmers.

MISSISSIPPI

Improved County Office Space

Improved space is being acquired for seven county offices which had been housed in sub-standard buildings. County committees and district fieldmen are reviewing available office space and where necessary acquiring adequate space in available facilities or encouraging interested persons to provide new buildings for county offices. These efforts are making it possible to provide better service to farmers while increasing the efficiency of county office employees.

ASCS Management Improvement and Manpower Utilization

SOUTHEAST AREA DIRECTOR

NORTH CAROLINA

Quarterly Staff Conferences

Quarterly staff conferences were held with county personnel to discuss items of current interest. County committeemen were on the program at all meetings.

ASCS Management Improvement and Manpower Utilization

SOUTHWEST AREA DIRECTOR

ARIZONA

Study Group for Management Improvement

A study group has been organized to identify and review areas of administration needing improvement and to make recommendations for corrective action.

COLORADO

Improved Management

Paper folding and envelope stuffing machines are being acquired at a few larger county offices and folding machines are to be installed in about one-half of all county offices. The clerical time saved by these machines should offset the cost of them in one year. Acquisition of this equipment was made following a survey of 25 county offices which revealed that over one-half million pieces of printed material are folded and stuffed into envelopes each year.

KANSAS

Manpower Utilization

A personnel ceiling plan has been developed for each county office based on the Workload Evaluation Plan and workload points.

ASCS Management Improvement and Manpower Utilization

SOUTHWEST AREA DIRECTOR

UTAH

Carrying Case for Aerial Photographs

In an effort to get longer wear out of expensive photographs a case for carrying them has been adopted. Reporters have carried them loose in their car and have hand-carried them into fields to be measured. The carrying case is a lightweight wood or fiberboard on one side and clear plastic on the other. When the reporter takes the case and the photographs into the field he can make the case double as a desk by strapping one end around his neck and resting the bottom of the case against his body. The photographs can then be seen through the top plastic side of the case. The carrying case has increased the useful life of the aerial photographs and has simplified the reporter's job.



**Deputy
Administrator,
COMMODITY
OPERATIONS**

ASCS Management Improvement and Manpower Utilization

EVANSTON ASCS COMMODITY OFFICE

Bulk Quantity Corn Sales

Rather than offer corn for sale in car lots the office now asks for bids on large "round lots" of corn. The change has saved since its inception an estimated \$1,120,000 in reduced demurrage costs, paper handling, overtime expenses and commissions to sales agents. The savings are based on a sale of 10,000 cars of corn per year which has been far exceeded since the "round lot" sales were instituted in October 1961.

Under the old system bid lists were published for the cars to be offered. Sales were subsequently awarded and confirmed and cars were offered out to a buyer's account. Now, however, "round lots" are announced for sale to the trade and bids are received and reviewed by the Merchandising Staff of the Evanston Office. The successful bidder is notified and control of the cars of corn is maintained by the Evanston Office. From the individual car record the Traffic Division is able to notify the carrier immediately as to the disposition of the car.

Financial Protection to CCC

Commission merchants perform a number of services in grain trading for CCC. They will canvass buyers and sell to the highest bidder, reconsign cars in the market area, collect money from buyers, obtain official weights and transmit official documentation and remittances to CCC. All merchants are financially responsible for the regulation of the organized market. However, in some cases of death or insolvency, the principals may not be fully protected. To insure complete financial protection to CCC the Evanston Office has required and obtained letters of credit to guarantee payment to CCC. The size of the letter of credit is determined by the volume of business conducted by each commission merchant.

ASCS Management Improvement and Manpower Utilization

EVANSTON ASCS COMMODITY OFFICE

Improved Competition in Car Lot Sales

Until recently under certain conditions some agents of CCC had exclusive rights to the sale of CCC cars originating from cooperative or common ownership warehouses. Now, however, all cars regardless of origin are listed and are available to any commission merchant for sale. It is believed that the wider competition provides higher prices of the grain being sold by CCC.

Formal System for Selecting Employees for Supervisory Training

Applications for supervisory training have been received from all GS-5 employees. Following an initial screening by division chiefs, the approved applicants are given a standard Civil Service test for supervisory judgment. Those who pass the test are referred to a special selection panel appointed by the Director who measure applicants against a number of predetermined criteria. Those applicants who successfully complete the screening process are then given special supervisory training to provide a cadre of trained potential supervisory personnel.

Acquisition of 1401 Tape Computer System

The yearly rental costs for business machines have been reduced by \$44,700 through the replacement of two tape data selectors and one calculator with a 1401 tape computer system.

The new equipment has a larger capacity, is faster, and will do more kinds of work than the equipment which has been replaced.

ASCS Management Improvement and Manpower Utilization

EVANSTON ASCS COMMODITY OFFICE

Consolidation of Records

One master record of information about elevators has been established to service the entire office and replace the multiple records system formerly used. The system will expedite grain inventory accounting including making settlements with warehousemen, maintaining current freight rates, and in addition will be an integral part of controlling warehouse examination and providing necessary information concerning approved warehouses such as storage capacity, weighing and inspection charges, car loading capacities, and similar business and financial information.

The new file is easily updated by preprinted, prepunched cards that require the addition of only a limited amount of variable information. Information extracted from the tape file system is printed on a standard preprinted form to aid in understanding print-outs.

By consolidating the many forms of variable records formerly kept into one master record, clerical operations such as key punching, posting, and coding have been reduced, and consolidated management reports are being supplied.

Elimination of Two Accounting Entries

An annual savings of approximately \$49,000 will be realized by the elimination of the need to post to two accounting entries for every loan forfeiture when grain loan accounting is transferred to the Data Processing Center in 1963. The new system assumes that as a producer forfeits, CCC bin site inventory is increased. Later, when official notice is received of an increase in bin

ASCS Management Improvement and Manpower Utilization

EVANSTON ASCS COMMODITY OFFICE

site inventory it is reconciled quarterly against the forfeiture account. Previously both notices were entered into two accounts as they were received.

The new system will significantly reduce key punching, key verifying, coding, and similar clerical work for loan accounting.

Savings in Storage Costs

An annual savings of \$20,000 in storage charges will be realized by reducing the amount of time warehousemen are permitted to unload grain from their elevators. The savings will result from stopping storage payments to warehousemen two days earlier than was formerly the case. In addition to the measurable dollar savings, CCC grain will tend to be shipped at an earlier date and in a more orderly manner.

Reduced Cost for Confirming Car Reconsignments

An agreement has been reached with the railroads whereby the telephone call to notify them of the changes in the number of cars is the only confirmation necessary. Nearly \$6,000 in clerical time and paper is being saved by eliminating the need to confirm the reconsignment in writing.

Use of Window Envelopes to Replace Preprinted Envelopes

Names and addresses are now being printed directly on settlement statements, invoices, and sight drafts and the documents are mailed in window envelopes. The new method eliminates the need for maintaining addressograph plates and handling preaddressed envelopes. The system, in addition to saving approximately \$1,600 a year, will release 28 file cabinets and eliminate the possibility of mailing invoices to the wrong warehousemen.

ASCS Management Improvement and Manpower Utilization

CINCINNATI ASCS COMMODITY OFFICE

Improved Handling of Rejected Commodity Packages

Damaged commodities that are the responsibility of warehousemen are now stamped with a large stamp, "Rejected to Warehouseman." The stamp encourages warehousemen to promptly dispose of damaged commodities. In addition, the stamp facilitates subsequent examinations by making previously reported damaged commodities readily identified.

The improvement resulted from an employee suggestion.

Inter-Office Transfer of Equipment

The office recently relieved its requirements for data processing equipment by securing an accounting machine, two sorters, and a collator which were surplus to the needs of other commodity offices. The additional equipment has made it possible to process bids more quickly, furnish more timely accounting reports, and gain better utilization of machine accounting personnel.

Records Management

A central file has recently been established for material common to several parts of the office and other material not frequently referred to by operating units. Only specified "case files" such as contracts and claims will be maintained at decentralized locations. The new carefully policed system is enabling the office to reduce the amount of space required for filing while at the same time making it easier to locate limited copies of necessary records.

ASCS Management Improvement and Manpower Utilization

CINCINNATI ASCS COMMODITY OFFICE

Photocopying

The installation of a Xerox 914 copier has enabled the office to reduce typing and proofreading time significantly in some areas. For instance, contracts received from outside agencies which contain information that must subsequently be forwarded to Washington can now be xeroxed and the entire contract forwarded to Washington. In other instances, plates for multiple copy contracts can be xeroxed and subsequently printed.

During the first six months of operation the copier has provided savings of approximately \$2,700 and has enabled the office to dispose of two other copying machines.

Faster Handling of Delivery Orders for Frozen Turkeys and Chickens

A simplified means of handling paper is furthering program objectives by permitting vendors of frozen turkeys and chickens to contract locally and quickly for the least expensive transportation. The decision as to whether a vendor should use rail or truck transportation was formerly made by the Traffic Management Division. Now, however, the Commodity Operations Division issues a delivery order direct to the vendor with instructions to ship by truck if truck shipping is less expensive than rail shipping. Formerly, decisions to ship by rail or truck were frequently negotiated between the two divisions of the office and the vendor. In such instances many vendors were forced to overtax their limited storage facilities.

The new system, in addition to enabling more timely movement of commodities under the program, is saving many man

ASCS Management Improvement and Manpower Utilization

CINCINNATI ASCS COMMODITY OFFICE

hours of paper processing in the commodity office and in the vendor's office.

Arrangements are being made to adopt identical methods of handling delivery orders on other commodities for which rates may be negotiated.

ASCS Management Improvement and Manpower Utilization

NEW ORLEANS ASCS COMMODITY OFFICE

Personnel Information for ASCS Employees

A bi-weekly Personnel Management bulletin has been established to communicate pertinent items of information to all employees in the New Orleans Office. Previously there had been memoranda issued at irregular intervals with items of general interest to employees. The regular issuance of a bulletin for employees provides more timely information of general interest, and assists education of employees with respect to their rights and responsibilities as civil servants. A corollary has been that the Personnel Management Division is receiving more timely information and more employee participation.

Under-Restricted Substitution of Cotton Against Transit Billing

A revised procedure enables the New Orleans Office to reduce the cost of processing freight bills for transit by allowing them to substitute one bale of cotton for another and removing the necessity for matching transit billing to particular bales. Advantages to this system are that CCC can apply the oldest billing to sales thus preventing the expiration of transit billing and capital loss resulting therefrom.

Payment-in-Kind Certificates

A new system allows personnel savings in the New Orleans Office and reduces delay in payment to the holders of PIK Certificates. Under the old system certificates were examined, a sight draft was issued on the Federal Reserve Bank of Chicago, and the holder was paid. The new system provides that any Federal Reserve Bank or branch may be drawn on by approved banking institutions. This reduces the transit time between the holder of the certificates and the Federal Reserve Bank by several days.

ASCS Management Improvement and Manpower Utilization

NEW ORLEANS ASCS COMMODITY OFFICE

Purchase of Data Processing Equipment

After studying comparative cost of purchase versus rental the IBM 705-III and the IBM 1401 Electronic Data Processing Systems were purchased to handle cotton product operations. In addition to the personnel savings gained by the purchase, an additional \$115,000 was saved by making the purchase immediately before a manufacturer's price increase. It is projected at the present time that both machines will be amortized by January 1964.

Optical Scanning

As a result of the feasibility study conducted jointly by the New Orleans Office and the Operations Analysis Staff, it has been decided to process representative samplings of 1962 cotton loan documentation on two optical reading devices. These machines process information typed in English language directly onto magnetic tape for subsequent processing on the computer. This system will eliminate converting the information to punch cards, sorting the cards and converting the cards to magnetic tape. If this project is completely successful, the method can be expanded to other activities of the Department.

Centralization of Cotton Loan Document Custody

By transferring custody of loan documents from five Federal Reserve Banks to the New Orleans Commodity Office, record keeping has been simplified as has filing and reconciliation and the availability of cotton by location is known at an earlier date. Federal Reserve Banks were required to provide operating and storage facilities and maintain records. Monthly, the Banks furnished New Orleans a custodial activity report covering receipts, releases and balances. Reconciliation in New Orleans was

ASCS Management Improvement and Manpower Utilization

NEW ORLEANS ASCS COMMODITY OFFICE

tedious and time consuming. Additional reconciliation was required when the Banks released acquisition documents to New Orleans.

By centralizing the work in New Orleans, one set of books covering cotton from the time a loan is made against it through acquisition, storage, and its eventual disposition suffices where six or more sets were formerly required with their attendant problems in reconciliation and summarization.

Salutary benefits include faster service to the trade on reconcentration and claims. The records and requests can be quickly processed from the central records on magnetic tape. Acquisition is speeded enabling the Office to stop insurance premiums on acquired cotton at an earlier date.

Recapitulation of Sales and Reconcentration

The programming of tag lists for sales and reconcentrations of cotton was revised for the 705 computer so that a recap of the transit information could be obtained as a by-product.

Analysis of Interstate Commerce Commission Reports

To expedite collection of many controversial claims, the 140,000 pages of decisions of the ICC on transportation have been cross-indexed under two or more captions in a Hawkins Index. Together with a digest of related U. S. Supreme Court Decisions, a ready reference source is now available to substantiate our position on controversial interpretation.

ASCS Management Improvement and Manpower Utilization

NEW ORLEANS ASCS COMMODITY OFFICE

Tape Librarian Procedure

Listings are now being prepared by the 1401 Data Processing System to eliminate the manual posting to the tape reel history file, the tape availability list, and the tape file history by operation numbers. Records are now more current and accurate. A current reel history listing for the semi-annual physical audit can also be produced.

Test Check of Classification on Loan Documents

To encourage accuracy by the warehousemen in verifying grading information in the schedule of Pledged Cotton for the 1961 loan program, warehouse examiners are comparing the grade and staple shown on the classification card for a representative number of bales with the warehouseman's copy of the Cotton Producer's Note and Loan Agreement.

Common Annual Date in Determining the Need for Inventory Verification of CCC Owned Stocks

From a machine run reflecting the quantity of acquired cotton as of a given date, the quantity reconcentrated from the warehouse during the preceding twelve months, and the quantity of acquired cotton sold at the warehouse during the same period, a uniform date for all warehouses can now be used in making the annual inventory verification determination.

ASCS Management Improvement and Manpower Utilization

NEW ORLEANS ASCS COMMODITY OFFICE

Annual Physical Examination for Warehouse Examiners

As an additional safety precaution, recognizing the inherent occupational hazards of their position, an annual physical examination has been provided for all warehouse examiners. Physical alertness, coordination and dexterity, essential to safe and effective performance, are checked to insure continued fitness for the position.

Reorganization of Divisions

Recognizing the specialization which is needed for greater efficiency, the Systems Design and Analysis Division was established in lieu of the Computer Methods Section of the Automatic Data Processing Division and the Management Analysis Division. The Programming Section in the Automatic Data Processing Division was split on a functional basis into the Loan Programming Section, Acquired Programming Section, and the Special Programming Section.

ASCS Management Improvement and Manpower Utilization

KANSAS CITY ASCS COMMODITY OFFICE

Improved Key Punch Operator Promotional Opportunities

Opportunities for key punch operators to advance beyond the GS-3 level are very limited in the key punch field. The office has worked out an agreement with the Civil Service Commission whereby key punch operators can now qualify as audit clerks and accounts maintenance clerks where promotion opportunities to the Grade GS-4 and higher level are better. The arrangement, in addition to being in the best interest of the employee, provides a means whereby the office can continue to utilize the talents of experienced personnel who might otherwise be lost to higher paying jobs outside the office.

ASCS Management Improvement and Manpower Utilization

MINNEAPOLIS ASCS COMMODITY OFFICE

Improved Data Processing Operations

Three innovations in data processing have resulted in net savings of nearly \$8,000 during the past year. The Office acquired a smaller, more powerful calculator to replace its IBM 607 calculator at a net savings of nearly \$6,000 a year. The new calculator is self-checking and faster and can do more jobs simultaneously than could the equipment that it replaced.

Other equipment replacements will save an additional \$1,600 per year.

The addition of more inventory information in summary inventory punch cards has made available to management necessary comprehensive reports that heretofore could be made only after the expenditure of the expensive time of marketing specialists. For instance, during one short period of time, six special reports were prepared by machine in six hours. Formerly ninety-six hours of marketing specialists' time would have been required to prepare these same reports.

ASCS Management Improvement and Manpower Utilization

PORTLAND ASCS COMMODITY OFFICE

Improved Method of Correcting Applications for Employment, SF-57

The USDA Board of Civil Service Examiners is now permitted to return the incomplete SF-57 to the applicant with a form letter pointing out the missing information. This eliminates the use of Form CSC-3458 and the filing, follow-up, and matching of the CSC-3458 and the SF-57 on thousands of incomplete applications each year.

Improved Method of Furnishing Warehouse Examiners with Up-to-Date Grain Stock Reports

To eliminate the check of each individual grain stock report by the Warehouse Examination Section, the Fiscal Division runs a stock report each second and fourth Thursday. This provides the examiner with a current CCC grain position, in most cases less than 10 days old, in contrast to the previous monthly basis where the information was six or seven weeks old.

Mechanized Work Status Reporting

More widespread use of the Work Status Reporting System has been gained in Portland by simplifying and extending the scope of reporting through utilization of automatic equipment. A weekly report is prepared for review at the Director's staff meeting containing all relevant data about peaks and valleys in workload, expected workload by unit, man hours expended, and a weekly production index. Once each month each supervisor from the working supervisory level on up is provided with a cumulative report of his group's monthly activity. These reports are prepared as by-products of the monthly report to Washington.

ASCS Management Improvement and Manpower Utilization

PORTLAND ASCS COMMODITY OFFICE

Mechanized Reports Control

Local recurring reports are subject to more stringent controls as a result of a new control system. After eliminating unnecessary reports, necessary reports were identified on punched cards and described by kind, origination, due date, and similar data. No new report can be initiated until its need has been established to the satisfaction of a committee consisting of representatives of all divisions.

Filing Records by Work Status Items

To provide easier access to records, the indexing system and the files themselves have been revised to correspond to the work status line item identification. Nearly all employees in the office know the line item identification that corresponds to the work that they do. Thus, it is easy for them to locate corresponding records filed under a system with a similar index.

ASCS Management Improvement and Manpower Utilization

NEW YORK COTTON PRODUCTS AND
EXPORT OPERATIONS OFFICE

Improved Export Shipment Operations

A revised procedure now provides that the New York Office is responsible for all freight forwarding on specific export shipments under Title II of Public Law 480. These responsibilities were formerly accomplished at the Cincinnati Commodity Office. Under the revised procedure New York is notified of all shipments from within the United States and is responsible for coordination and administrative details to coincide with arrival times at ports and vessel sailing dates. New York, a cotton products office, has been able to take over this function with no increase in personnel or operating expenses. At the same time, the administrative and operational time requirements of the Cincinnati Commodity Office have been reduced.



Deputy Administrator, CONSERVATION

ASCS Management Improvement and Manpower Utilization

CONSERVATION ANALYSIS DIVISION

Inter-Program Year Fund Adjustments

In previous years it has been necessary to keep books for two years concurrently for conservation practices. A farmer or rancher participating in the ACP program could "over-earn" or "under-earn" payment for his practice. Under the prior system funds were transferred to the earlier of the two-year or later of the two-year period for each practice. The practice-by-practice accounting was expensive and time consuming. New legislation sponsored by the Department now makes it possible to transfer in bulk the funds necessary to cover over-earnings. The bulk transfer of funds eliminates the need for transferring many thousands of individual practices between program years. In addition to the accounting time saved, additional time has been saved from the need to update many thousands of forms, county allocation control registers, and listing sheets.

Participation in Conferences Concerned with Agricultural Conservation

To insure adequate ASCS representation in conferences concerned with conservation, the division now receives all of the publications of the many organizations concerned with agricultural conservation so that ACP is alerted to pending conferences and can provide for appropriate representation. Many of these organizations conduct a substantial part of their business and develop policy recommendations during annual conventions. By screening the literature of these various organizations, employees of the division can call to the Deputy Administrator's attention conferences at which the ACP program should be represented. Representation can be provided by a representative of the Deputy Administrator or a representative of an ASCS State office.

The system, in addition to insuring ACP representation at appropriate conferences, supplies the Deputy Administrator

ASCS Management Improvement and Manpower Utilization

CONSERVATION ANALYSIS DIVISION

with current information about the business and potential recommendations of the various conservation organizations. Staff members are likewise provided with background information for specific conferences or projects.

ACP Participation in Watershed Conservation

Case histories of ASCS participation in watershed conservation, including maps and photographs of the results of ACP practices in watershed areas, are now being supplied by ASCS State offices to ACP for bettering the understanding of administrative officials and responding to legislative inquiries. The case histories will in addition serve as examples of the contributions ACP can make to rural areas development. The system was developed through the joint efforts of ACP, ASCS State and county personnel, and the editor of a conservation magazine.

Rural Areas Development

ASCS programs offer perhaps the most potential benefit for rural areas development. Following the initial efforts to re-emphasize and more closely coordinate the rural areas development program, including the issuance of Notice RAD-1 from the Deputy Administrator, State and County Operations, the Deputy Administrator, Conservation, authorized several members of the staff to work with about a dozen states in developing some twenty case histories illustrating the effectiveness of ASCS programs in rural areas development. The results of the revitalized rural areas development program are already becoming apparent in better uses of available program resources to solve agricultural conservation and economic problems. The solutions of these problems are bringing economic and social benefits to farmers, ranchers, local businesses, and communities.



Deputy Administrator, **PRICE and PRODUCTION**

ASCS Management Improvement and Manpower Utilization

MILK MARKETING ORDERS DIVISION

Systems Changes

Through the use of EDP equipment, forms revision, and elimination of reports, the division is now able to process statistical data at an estimated cost savings of \$12,000 annually.

Market Administrators' Guides

A skeleton form was developed for use in designing report forms for monthly reports of receipts and utilization. The change decreases the variation between markets and facilitates administrative review. A guide for developing internal accounting systems was issued to assist in establishing such systems.

Information Exchange

Formal procedures have been issued within the division for compiling and exchange of information concerning dealings with the trade. Improved coordination of activities and a savings of time will result.

A periodic news memorandum is being distributed to market administrators to keep them fully informed of new developments in the program.

"Referendum Facts," an information sheet for the trade, was developed for use in areas where referendums are being held for the first time.

ASCS Management Improvement and Manpower Utilization

SUGAR DIVISION

Reduced Reporting Requirements

Upon completion of sugar grinding operations, the Louisiana ASCS State Office prepared six annual statistical summaries and one weekly report for submission to Washington. The revised system provides for the sugar mills to submit their reports directly to Washington, thus relieving the State office of the responsibility of preparing a national report designed for Washington use.

ASCS Management Improvement and Manpower Utilization

TOBACCO DIVISION

Increased Use of Visual Aids

Previous meetings conducted by division personnel relied upon mimeographed material to supplement oral presentations. Charts, graphs, slides, and blackboards are now used in all meetings. They have been found to increase receptiveness and reduce presentation time.

Improved Filing System

Forms, regulations, and procedure files were combined and filed by years in notebooks for ready accessibility. Floor space was reduced by one-third, and the volume of files by one-fourth.

Elimination of Penalty Tables

Form MQ-94, Penalty Tables, was eliminated as unnecessary. ASCS county offices must compute each penalty as it is assessed. Form MQ-94 was determined to be of little or no real value and was discontinued.

Revised Reporting By Warehousemen

A single, daily warehouseman's report of purchases and resales has been developed in the flue-cured tobacco area to replace four marketing quota forms. The change provides, on one report, the information which was previously supplied on four separate forms. This new system provides a more efficient method for keeping records current, and is basically a copy of the warehouseman's daily business record.

ASCS Management Improvement and Manpower Utilization

TOBACCO DIVISION

Statistical Reporting

The Naval Stores Branch prepared three weekly reports on loan and redemption activity. By eliminating data which was not regularly required and rearranging the data, a single multipurpose report is now prepared. Also, two summaries of field inspection reports were reduced to one report. Staff members now have available basically the same information from five reports in only two reports.

